

LOUISIANA REBIRTH

Restoring the Soul of America





Mitchell J. Landrieu
Lieutenant Governor



Angele Davis
Secretary, Department of Culture,
Recreation and Tourism

On August 29, 2005, the greatest natural disaster in U.S. history occurred. Hurricane Katrina hit Southeast Louisiana. Four parishes, including New Orleans, were severely damaged. Families were torn apart, lives and homes were lost. The State of Louisiana will not rest until people are home and safe in a restored City of New Orleans and in the other communities that make up our unique culture. As Governor Kathleen Blanco said, "We will rebuild New Orleans and the surrounding communities of Southeast Louisiana. We look forward to returning your hospitality in a safer and more secure Louisiana: vibrant, just, and diverse, her cultural wealth restored to the world."

We have begun the monumental task of rebuilding New Orleans and the surrounding parishes in Southeast Louisiana. As each day brings new progress, we have been working to marshal every resource to help the vital tourism industry, the second largest industry in our state, rebound.

This four-point plan encompasses the results crucial to the recovery of our state:

1. Rebuild Louisiana to worldwide preeminence as a top tourist destination.
2. Make Louisiana's Cultural Economy the engine of economic and social rebirth.
3. Build better lives and livelihoods than before for all Louisiana's people.
4. Make Louisiana's recovery the standard for high performance, accountability, and ethical behavior.

As President Bush said in his address from Jackson Square, there is no way to imagine America without New Orleans. It is the soul of America. This great city will rise again. It will be a rebirth, a chance to build better than before. It will take all of us – the multicultural gumbo that defines us – working together to make it happen. We will be reborn, better than before.

Sincerely,

A stylized, handwritten signature of Mitchell J. Landrieu in black ink.

Mitchell J. Landrieu
Lieutenant Governor

A handwritten signature of Angele Davis in black ink, written in a cursive style.

Angele Davis
Secretary, Department of Culture,
Recreation and Tourism

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LOUISIANA REBIRTH

Restoring the Soul of America



LOUISIANA REBIRTH: RESTORING THE SOUL OF AMERICA

STRATEGIC PLAN

Summary

Hurricane Katrina hit the coast of Southeast Louisiana on August 29, 2005, causing the greatest national disaster in the history of our nation. It is an indelible moment in not only the history of Louisiana, but that of the nation. The National Oceanic and Atmospheric Administration declared that Hurricane Katrina had become “the most destructive such storm to ever strike the United States.”

Four parishes in Southeast Louisiana sustained significant damage. New Orleans was hard hit. Lives were lost. Initial efforts focused on saving lives, reuniting families, housing evacuees, and on recovery and relief.

Some areas escaped with minimal or no effects, and are well on their way to recovery. Later reports indicated that much of what made New Orleans historic and unique was undamaged or minimally impacted. Still, the human toll was and is enormous. Lives and livelihoods were lost, and the poorest segments of the city suffered greatly.

Now, many efforts are underway to restore and rebuild Louisiana. Families are being reunited. New Orleans will be the first city in the 21st century to be reborn and redesigned, even rejuvenated, in a way that will be inclusive of all people. We know it is not just about historic buildings. The soul and character of New Orleans, of Louisiana, is based on its people, on the creative and cultural economy we now have a chance to truly develop. We will rebuild; we will be reborn; we will restore the soul of America.

GUIDING PRINCIPLES

Hurricane Katrina and the subsequent flooding was a disaster of epic proportions. The cost in human lives, the dislocation of families, the destruction of communities, and the loss of property exacted a toll that can never be repaid.

Yet, this disaster has presented Louisiana with a historic opportunity to build back better than before. In so doing we will demonstrate to our fellow Americans and the world that we can be a model of response, rebuilding, and reconciliation.

To accomplish these lofty goals, we will be guided by these important principles:

- We will rebuild on the historical and cultural roots of Louisiana, making them stronger along the way.
- We will rebuild our communities and the lives of all our citizens to levels that exceed those prior to Katrina; we will settle for nothing less.
- We will rebuild using the talents, labor, ideas, and assets of our own citizens; we will welcome assistance but, first and foremost, Louisianans will lead the rebuilding effort.
- We will rebuild in a manner that is culturally sensitive and recognizes the strength that comes from the diversity of all our heritages.
- We will rebuild to preserve and magnify the awe-inspiring and unique natural resources that make up Louisiana.
- We will rebuild recognizing the comparative advantage that Louisiana has with its multifaceted, deeply rooted, authentic, and unique culture.
- We will rebuild so that those less privileged in our midst have a markedly improved quality of life as a result of this effort.
- We will rebuild in a manner that expects everyone to contribute to the effort in some way, each according to her or his own talents and resources.
- We will rebuild in a way that recognizes that all parishes in Louisiana were affected by this disaster, even those that were not heavily damaged.
- We will rebuild using the highest standards of accountability and performance management, thereby earning public trust in our governments.
- We will rebuild in a manner in which all decisions are transparent to the public.

We will accomplish this vision by focusing on four results:

- 1. Rebuild Louisiana to worldwide preeminence as a top tourism destination.**
- 2. Make Louisiana's Cultural Economy the engine of economic and social rebirth.**
- 3. Build better lives and livelihoods than before for all Louisiana's people.**
- 4. Make Louisiana's recovery the standard for high performance, accountability, and ethical behavior.**

For each of these results, we have identified strategies, ways to track our results, next steps, and ways to help. Overall, we know that to achieve these results,

Public Relations Campaign

- People need new images of Louisiana, to replace the weeks of negative images on television. We will mount an immediate public relations campaign and a longer-term national and international advertising campaign to show the rebirth of Louisiana to the world.

www.crt.state.la.us

- People need information, so we will establish a central clearinghouse for information and referral about our activities in the Office of the Lt. Governor. The latest information will be posted on our website, www.crt.state.la.us, and we will establish a dialogue for information-gathering, feedback, and dissemination of information. Our libraries, state parks, and welcome centers will continue to serve as information hubs in communities.

Cultural Economy Foundation

- People need resources to recover, so we have established a Cultural Economy Foundation for contributions. We must be able to sustain all displaced persons, including those displaced artists, musicians, writers, and displaced businesses that make up the Cultural Economy. We will help establish tax and other incentives for rebuilding. We will seek aid from public and private sources.

Jobs and Housing

- People need to be reunited with their families and reconnected to their jobs and homes, so we will rebuild the economy and help provide temporary and permanent housing. The tourism industry will employ over 120,000, the Cultural Economy will employ over 140,000. We are providing space for temporary and transitional housing in state parks. We will also help people with support services for employment, including education, transportation, and child care.

Working Conference and Advisory Board

- People want to help, so we are recruiting and using volunteers and others through our clearinghouse. We are also convening a working conference on rebuilding to ask our stakeholders to develop a detailed action plan to achieve our results. We will also appoint a national cultural economy & tourism advisory board to guide us as we rebuild.

Scorecard

- People need to know their government is working for them, so we will measure and regularly report our progress on these results on our "Scorecard on Louisiana's Rebirth." We will work with the federal government to negotiate innovative ways to ensure both quick and effective response and financial accountability. We will ask independent advisors to guide and review our results and finances. We will be fair, fast, open, and honest in all our dealings; and we will lead with courage and compassion.

We will be thoughtful in the process of rebuilding, mindful of the urgency as well as the need to rethink better ways of rebuilding in the process. We will preserve the mix of unique cultures that has made us world famous; we will rebuild an even more welcoming and vibrant City of New Orleans; we will restore the other beautiful communities of Southeast Louisiana; and we will make the State of Louisiana a great place to live, work, and play. It will require all of us to unite. We will work as partners with other State agencies, federal and local governments, the private and nonprofit sectors, and individuals. The work will be hard but gratifying. The challenges are immense.

We are up to the task.

RESULTS

1. TOURISM

2. CULTURAL ECONOMY

3. LIVES AND LIVELIHOODS

4. HIGH PERFORMANCE

SCORECARD ON LOUISIANA'S REBIRTH

RESULT #1: Rebuild Louisiana to worldwide preeminence as a top tourist destination.

Indicators of Success

- Total Visitor Spending/Total Number of Visitors
- Jobs in the tourism industry
- National intent to visit

RESULT #2: Make Louisiana's Cultural Economy the engine of economic and social rebirth.

Indicators of Success

- Number of jobs related to the Cultural Economy—entertainment and performing and visual arts, humanities, historic preservation, archaeology, design, and culinary arts
- Number of citizens and visitors accessing cultural programs and products
- Economic impact—amount of spending by residents and visitors—attributed to Cultural Economy assets

RESULT #3: Build better lives and livelihoods than before for all Louisiana's people.

Indicators of Success

- Percentage of Louisianans whose family income exceeds pre-Katrina levels
- Percentage of Louisianans living in their own non-movable housing that exceeds pre-Katrina levels
- Percentage of Louisianan youth demonstrating grade-appropriate school readiness that exceeds pre-Katrina levels

RESULT #4: Make Louisiana's recovery the standard for high performance, accountability, and ethical behavior.

Indicators of Success:

- Extent to which we got the right results to the right people, on time and on budget
- Independent confirmation that the money was not lost or misused

TOURISM

RESULT #1: Rebuild Louisiana to worldwide preeminence as a top tourist destination.

Indicators of Success*

A. Total Visitor Spending/Total Number of Visitors (Quarterly)

(Source: Travelscope, Travel Industry of America)

B. Jobs in the Tourism Industry

(Source: Travelscope, Travel Industry of America)

C. National Intent to Visit

(Source: The Annual Tracking Study/TNS Research Corporation)

*Indicators will be tracked for both New Orleans and the entire state.

Description

Louisiana's tourism industry is a vital economic driver for the state of Louisiana. In 2004, visitor spending reached \$9.9 billion and the state hosted 25.5 million visitors. The tourism industry accounted for 120,000 jobs statewide, of which 81,000 were in New Orleans. The entire retail, banking, professional, and services industries in New Orleans depend on the more than \$5 billion of annual direct visitor spending and an additional several billion dollars of direct spinoff impact.

The challenge to re-create and surpass previous achievements will be met immediately and with every public and private resource that can be brought to bear. Our first emphasis will be on promoting the majority of the state's tourism industry, which is still open and operating, in order to restore and retain visitor spending. Simultaneously, we will offer short-term and long-term business assistance to all tourism entities within the state. Workforce development will be an immediate component of rebuilding infrastructure. Research will be the key in determining a long-term national and international image campaign, which will be focused upon rebuilding and restoring the image of New Orleans and Louisiana. Under the leadership of Lt. Governor Mitch Landrieu, the Office of Lieutenant Governor will serve as the flagship for the recovery of the tourism industry for the state of Louisiana.

TOURISM- Strategies

1. Public Relations Campaign

2. Business Assistance

3. Infrastructure

4. Image

5. Lead Agency

Strategies

1. Immediately and aggressively promote those areas of the state currently open for business. An aggressive public relations campaign will be implemented.

2. Rapidly develop and implement a statewide tourism small business assistance program, utilizing any and all available federal, private and state funds.

Components include:

- business survival,
- business retention, and
- business development and expansion.

3. Facilitate the rapid rebuilding and improvement of the state's infrastructure.

Components include:

- large infrastructure like roads and workforce,
- the tourism industry itself (hotels, restaurants, attractions),
- workforce development: assist tourism industry in locating, re-hiring, housing and training employees.
- big-draw large assets like the Convention Center, the Superdome, the Port of New Orleans, and Louis Armstrong Airport.

4. Rebuild and enhance Louisiana's national and international image as an attractive, compelling, unique tourism destination (includes all market segments: leisure, group, business, international, family, multicultural, etc.).

5. The Office of Lieutenant Governor will serve as the lead agency to set policies and coordinate intergovernmental relations, and serve as a clearinghouse of information on federal disaster relief related to tourism economic recovery.

TOURISM- Timeline

Timeline

1. Immediate Promotion: Planning began August 30. Public relations and website tactics being implemented. Public launch of advertising campaign October 1.
2. Tourism Business Assistance Program: Rapid response team to create a communications center as a clearinghouse comprising professionals from all regions of the state. The team will proactively answer questions, provide assistance, and gather information from businesses through the website (www.crt.state.la.us).
3. Infrastructure Rebuilding and Improvement: Immediate and ongoing. Milestone target dates for reopening will be assigned to most of the following:
 - French Quarter reopening
 - Louis Armstrong Airport fully functioning
 - Morial Convention Center, Audubon Zoo, Aquarium, Harrah's Casino
 - State parks reopening
 - State museums reopening
 - 100% of Audubon Golf Trail reopening
 - 100% of all hotels reopening
4. Rebuild National and International Image:
 - Use major tourism events such as 2006 JazzFest, Mardi Gras, Zurich Classic, etc. as a recovery progress report to the world
 - Research already commissioned to be completed fall '05
 - Campaign to launch first quarter '06
5. Lead the Industry: Immediate and ongoing

How to Help

How People Can Help

1. Immediate Promotion: Provide status updates to Louisiana Office of Tourism immediately
2. Tourism Business Assistance Program: Organizational help to disseminate information
3. Infrastructure Rebuilding and Improvement: Provide information concerning workforce needs to Louisiana Office of Tourism

CULTURAL ECONOMY

RESULT #2: Make Louisiana's Cultural Economy the engine of economic and social rebirth.

Indicators of Success

1. Number of jobs related to the Cultural Economy—entertainment and performing and visual arts, humanities, historic preservation, archaeology, design, and culinary arts

(Source: data sources include Office of Cultural Development, U.S. Department of Commerce County Business Patterns, U.S. Department of Commerce non-employers data, Louisiana Occupations & Information System of the Department of Labor, interviews, surveys, and Cultural Economy study, *Louisiana: Where Culture Means Business*)

2. Number of citizens and visitors accessing cultural programs and products

(Source: organizational tracking of citizens and visitors accessing cultural programs and products)

3. Economic impact—amount of spending by residents and visitors—attributed to Cultural Economy assets

(Source: to be developed from current data sources including the Cultural Economy study, *Louisiana: Where Culture Means Business*, as well as existing economic impact studies on the arts and culture)

Description

Louisiana's Cultural Economy is a \$202 million industry that employs over 140,000, defined as the people, enterprises, and communities that transform cultural skills, knowledge, and ideas into economically productive goods, services, and places. The goal of the Cultural Economy Initiative is to develop Louisiana's cultural assets to create economic opportunities and a high quality of life for all Louisianans. Disciplines that make up the cultural economy include: entertainment and performing arts, visual arts and crafts, design, media, literary arts, humanities, history, historic preservation, folklife, archaeology, and culinary arts. This definition of Louisiana's Cultural Economy reflects the state's unique heritage, the diversity of its residents, its rich history, and its broad range of cultural products.

CULTURAL ECONOMY

The outpouring of support for Louisiana following the devastation wrought by Hurricane Katrina is evidence of the strong association and affection that people all over the world have for Louisiana's unique culture. Louisiana has an economic asset that other states can only dream of: a multifaceted, deeply rooted, authentic, and unique culture. In Louisiana, culture generates economic value, and the state's Cultural Economy is a significant component of a healthy, diversified economy.

A comprehensive research study conducted by Mt. Auburn Associates, *Louisiana: Where Culture Means Business*, sets forth objectives and action plans for the economic growth of Louisiana's cultural industries. The study stated that \$202 million was the direct contribution of arts organizations and participants, with an indirect annual economic impact of \$934 million.

In the wake of Hurricane Katrina, we must make our Cultural Economy the engine of Louisiana's economic and social rebirth. We will do so by first ensuring that those cultural assets that were damaged by the storm and flooding are restored to good condition, and that those assets that fortunately remain undamaged are properly conserved and maintained. We will also continue to apply our creative talents and innovative thinking to develop new and exciting cultural products and services that capture the imagination of the public. We will make investments that rebuild capacity within our cultural industries, enhance our distribution outlets, promote cultural education, and create marketing to help fuel this rebirth.

Strategies

1. Rebuilding and Restoration

Strategies

1. Support the rebuilding, origination and sustainability of authentic Louisiana culture

- Rebuild and conserve Louisiana's artistic, historic, and cultural assets to stimulate the interest of the most citizens and visitors both now and in the future
- Continue to raise the profile and celebrate Louisiana cultural talent in the media and on the web
- Create and improve arts and cultural education for Louisiana citizens
- Create a thriving environment that values content producers and creative talent to foster and support cultural innovation
- Retain a skilled cultural workforce while attracting new talent
- Encourage displaced cultural talent to return to Louisiana
- Connect Louisiana's cultural workforce with sustainable jobs and career paths

CULTURAL ECONOMY- Strategies

2. Increased Production Capacity

2. Enhance the production capacity for Louisiana cultural products

- Rebuild and increase the capacity of Louisiana's existing cultural industries and facilities
- Expand investment in cultural and technical research and innovation
- Create new and expanded investments including private financing for arts and cultural entrepreneurs
- Train and retrain workers with skills that will enable them to participate to the fullest extent in cultural enterprises
- Rebuild and expand micro-business support programs and incubators targeted to the cultural sector

3. Expansion of Markets

3. Expand the distribution and markets for Louisiana cultural products

- Develop and expand the marketing of, and markets for, Louisiana's cultural products
- Develop, stabilize, and maintain distribution outlets for cultural industries products
- Market Louisiana as a state rebounding from adversity
- Capitalize on the global awareness of Hurricane Katrina to promote Louisiana's cultural attractions and products

4. Support System

4. Foster a support system that encourages accountability and public trust

- Redevelop and augment the cultural infrastructure such as museums and arts-in-education programs that create and nourish artists of the future and the audiences for those artists
- Rebuild, protect, and preserve Louisiana's historic and cultural assets through infrastructure such as the state's coordination of the National Register of Historic Places and Section 106 of the National Historic Preservation Act
- Reconvene the cultural leadership, rebuild cultural networks that have sustained damage, and build new networks that connect for-profit and nonprofit stakeholders
- Increase the use of public financing and policy mechanisms to support cultural economic development
- Expand private funding from foundations, industry and venture capital being invested in the state's cultural economy
- Identify from artists, producers, industry representatives, educators, and other stakeholders what their highest priority post-Katrina needs are and invite them to participate in forming new networks and building the infrastructure and advocacy strength to formulate and implement the new plan

CULTURAL ECONOMY- Timeline

Timeline

1. State Museum Properties

- In New Orleans, reopenings to be done on an individual, staged basis as soon as conditions and staffing permit
- The new State Museum in Baton Rouge is expected to have its opening in early 2006 in conjunction with the State Museum's Centennial.
- Extensive restoration of the U.S. Mint and installation of new exhibits are expected to be complete by late 2007

2. Historic Properties

- Assessment of historic properties in the affected parishes is expected to encompass roughly 20,000 properties

3. Arts

- Assess and gauge immediate relief needs of individual artists and small arts organizations
- Address the identified relief needs for recovery
- Facilitate the recovery of artwork by displaced artists and artisans
- Facilitate and ensure that displaced artists, organizations and cultural workers are given appropriate access to available federal resources
- Develop mechanism for swiftly distributing Southern Arts Federation funds for emergency relief
- Develop training opportunities for displaced cultural workforce to access employment through restoration projects underway in the preservation sector
- Create guidelines to address and rebuild capacity for arts organizations
- Identify creative incentives for investment in the arts
- Develop comprehensive statewide arts-in-education plan

How to Help

How People Can Help

1. Louisiana Serve—ascertain if its members can help restore damaged homes and properties in the affected parishes
2. Professional volunteers from national or regional organizations such as: National Trust for Historic Preservation; American Institute for Conservation; Southeast Museums Conference; American Association for State and Local History
3. Nationally and internationally recognized artists and cultural ambassadors – continue to promote Louisiana's unique cultural heritage and assets as an irreplaceable environment for cultural industry production and development

LIVES AND LIVELIHOODS

Strategies

1. Information

RESULT #3: Build better lives and livelihoods than before for all Louisianans.

Indicators of Success

- Percentage of Louisianans whose family income exceeds pre-Katrina levels.
(Source: U.S. Census data)
- Percentage of Louisianans living in their own non-movable housing that exceeds pre-Katrina levels (Source: U.S. Census data)
- Percentage of Louisiana youth demonstrating grade-appropriate school readiness exceeding pre-Katrina levels (Source: Louisiana Department of Education)

NOTE: *All measures will be reported for the entire population as well as stratified by educational attainment, ethnicity, family income, and parish.*

Description

Rebuilding people's lives and their livelihoods is the centerpiece of rebuilding Louisiana. People, all people, and the quality of their lives within their communities must be the centerpiece of the recovery strategy.

To rebuild people's lives that have been so devastated requires a massive effort. Strategies for housing, clothing, food, healthcare, jobs, transportation, communications, and public utilities are being developed and led by other agencies.

Strategies

1. Offer people a gateway to information that will put them in contact with the resources available to rebuild their lives

People need access to the most current information on the rebuilding resources that are available to them. They need to know the single best place to find that information. The information must be accessible in a user-friendly, culturally sensitive mode.

LIVES AND LIVELIHOODS- Strategies

2. Education

The State Library will lead the effort to:

- Assess damage and work with local library officials to advise on rebuilding of libraries
- Establish statewide information clearinghouse on rebuilding resources to be accessible to the general public
- See libraries as the place to walk into and obtain electronic access to recover resources
- Use libraries as the center for education/literacy efforts

2. Use education and training as the cornerstone to rebuild people's lives beyond pre-Katrina levels

- The public investment with the highest rate of societal return is funding for early childhood education.
- Similarly, raising adult education attainment has many benefits. This strategy builds on these approaches with a special emphasis on improving statewide literacy as a lever for improved success in education.
- We will also train for skills needed in the new cultural economy as identified in the Mount Auburn Report.

3. Donations and Volunteers

3. Facilitate the rebuilding effort by accepting donations (Cultural Economy Foundation), volunteers and recovery efforts of nonprofit organizations (www.crt.state.la.us)

- This effort will ensure that nonprofit organizations from across the country offering assistance have a point of contact. Similarly, it will also ensure that those nonprofits within Louisiana in need for rebuilding assistance will know where to turn.
- We will also propose that Baton Rouge be the primary point of contact for National Services Disaster Relief and Preparedness to mobilize a wide range of National Services resources (e.g., AmeriCorps, VISTA, RSVP, NCCC) and various national corporate champions (e.g., CVS, Timberland, Bank of America).

LIVES AND LIVELIHOODS- Strategies

4. Youth Involvement

4. Build on the passion and energy of America's youth in the rebuilding effort

- Engage America's youth, which has proved to be so successful in the past, by doubling AmeriCorps membership from 75,000 to 150,000 with at least half having full stipends and serving full-time

5. Housing

5. Provide space for temporary and transitional housing in state parks

- Use group cabins, camps, RV camping spots in parks through October 2005.
- Use RV camping spots for housing for six months to one year.

Timeline

Timeline

In the next sixty days:

- Convene all librarians to implement the designation of libraries as official information centers for those seeking assistance.
- Use Louisiana Serve Commission National Services Disaster Relief and Preparedness Team Coordinator to aid in relief and support for those involved in relief.
- Install information clearinghouse software that will permit routing of telephone inquiries; establish best way to maintain current information.
- Convene literacy groups for an Action Planning session.
- Establish infrastructure for receiving and deploying aid for nonprofits.
- Create jobs, internships and volunteer opportunities to practice new skills for the new economy. Use lessons learned and successful pilot projects in affected areas to revitalize other areas of the state.
- Rebuild four damaged parks.

How to Help

How People Can Help

- Volunteer time and expertise toward building the Cultural Economy.
- Donate money to the Louisiana Cultural Economy Foundation; earmark the donation for projects that benefit the Cultural Economy effort (www.crt.state.la.us)
- Sponsor internships or apprenticeships in Cultural Economy industries.

HIGH PERFORMANCE

RESULT #4: Make Louisiana's recovery the standard for high performance, accountability, and ethical behavior.

Indicators of Success

- Extent to which we got the right results to the right people, on time and on budget
(Source: Scorecard and Budget)
- Independent confirmation that the money was not lost or misused
(Source: Independent Advisors)

Description

The State of Louisiana must restore lives and livelihoods as well as earn the public's trust in their government. This will require accountability for using every dollar of recovery spending to deliver the right result, to the right people, on time and on budget, without any of the money being misspent. Louisiana's response must be focused, fast, fair, and fiercely accountable.

Strategies

1. We will publicize the Louisiana Cultural Economy Foundation fund that is being utilized by the Department of Culture, Recreation and Tourism, which allows us to receive and distribute relief funds and will gain 501-c(3) status to ensure long-term stability and progress.

2. The Department of Culture, Recreation and Tourism will identify and work to remove any bureaucratic barriers in the form of laws, rules, and procedures for using the money effectively to achieve results. Safeguards will be maintained to protect against fraud and abuse.

Strategies

1. Cultural Economy Foundation- 501(3)

2. Remove Barriers

HIGH PERFORMANCE- Strategies

3. More Accountability/Less Bureaucracy

3. The Department of Culture, Recreation and Tourism will consolidate funding streams from the federal government, state departments and non-governmental sources to ensure it has the authority to use funds to deliver identified results with maximum accountability and minimum bureaucracy.

For all our initiatives, we will include clear expectations about:

- Results to be delivered.
- Populations to be served.
- Timelines for delivery.
- Performance and fiscal accounting standards.
- Reporting requirements and a timetable.
- Accountability/consequences for Louisiana falling short.

4. Accountability Principles

4. The Department of Culture, Recreation and Tourism will establish accountability principles and practice guidelines immediately.

5. Performance Management

5. The Department of Culture, Recreation and Tourism will improve its performance management and accountability system for all the funds it uses for recovery.

6. Independent Review and Reporting

6. The Department of Culture, Recreation and Tourism will establish a third-party performance and financial-audit function that will design and implement a system to safeguard the proper use of funds. Regularly scheduled reports will be made about the use of funds and results achieved, which the advisory board will review.

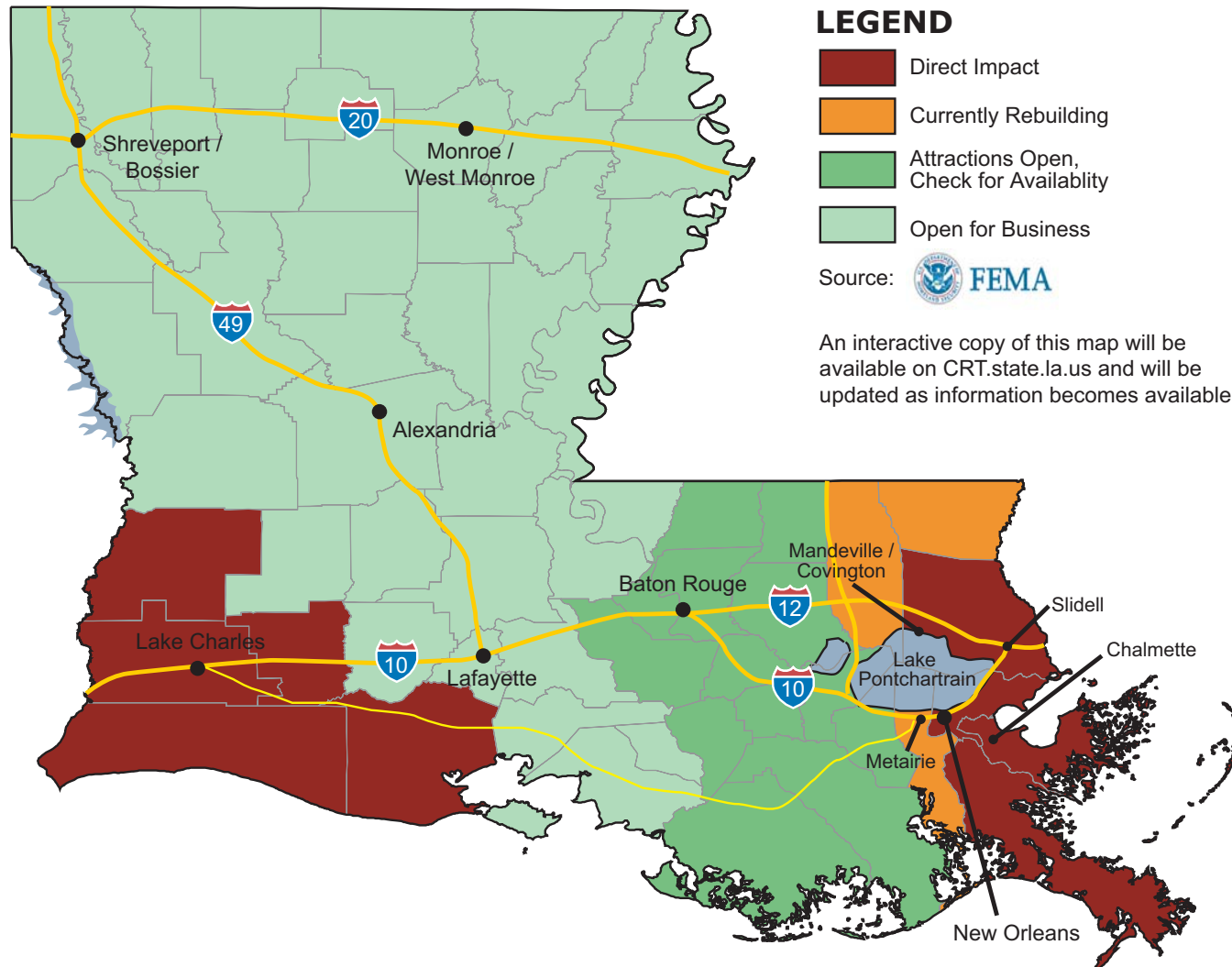
Timeline

Timeline

- Accountability principles adopted
- Scorecard designed and implemented
- Third-party advisory group established
- Quarterly report to public

Louisiana: The State of Tourism

Impact of Hurricanes Katrina and Rita





www.crt.state.la.us